Nurses Leading Change, Transforming Care:
Our Nurses’ Story
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A Message from Children’s National’s
Vice President & Chief Nursing Officer

Children’s National Health System boasts a professional nursing workforce dedicated to the improvement of the health of children and their families through the provision of preventative, excellent, innovative, and specialty nursing care. An environment of shared decision-making and support for clinical nurses as leaders throughout the organization encourages and empowers nurses to advance the art and science of nursing while practicing to their full extent. The Division of Nursing supports nurses to achieve higher levels of education and academic progression. Many of Children’s National’s clinical nurses possess advanced education degrees as well as extensive professional certifications in the field of specialized pediatric care.

Nurses lead improvements in safe, high quality patient care, and their efforts have been recognized by numerous national awards. Through collaboration and mutual respect, nurses partner with physicians as a valued member of the healthcare team in patient care, quality improvement, and in redesigning care to meet the needs of patients and families and the demands of future healthcare reform. Effective workforce planning in Nursing ensures that programs are in place to support clinical nurses in achieving high quality and safe patient care outcomes.

Through the application and evaluation of a comprehensive professional practice model, this annual report tells ‘Our Nurses’ Story’ and showcases nurses at Children’s National as they establish a foundation to lead and transform care for patients and families, achieve professional mastery, demonstrate exemplary patient care, and excel in nursing research and innovation toward the advancement of pediatric nursing.

Linda Talley, MS, BSN, RN, NE-BC
Vice President and Chief Nursing Officer

Cover photo: Sarah Carruth, BSN, RN, CPN; 7 East Medical Care Unit.
About Children’s National

• Has grown from a 12-bed facility in 1871, to an integrated healthcare system with 303 licensed beds;
• Serves over 400,000 children annually in the ambulatory setting;
• Is among only 7 percent of hospitals nationwide to achieve Magnet® designation, the highest level of recognition for nursing;
• Has received the Beacon Award for Excellence from the American Association of Critical-Care Nurses for three Intensive Care Units (Cardiac, Pediatric, and Neonatal); and
• Has been awarded the highest recognition, Accreditation with Distinction, as an American Nurses Credentialing Center (ANCC) Provider Unit.

About the Nurses at Children’s National

• Total Number of Nurses ...............................................................1738
  – Full-time .................................................................1367
  – Part-time .................................................................252
• Per-diem .........................................................................................119
• Turnover Rate (average) ............................................................13%
• Nurse Vacancy Rate (average) ....................................................2.7%
• Nurse Tenure
  (average length of employment) ...........................................7 years
• New Nurse Hires (full- and part-time) ......................................200
• Combined Bachelor, Master, or Doctorate in Nursing .............84%
• Bachelor’s Degree in Nursing ....................................................64%
• Master’s Degree in Nursing .......................................................19%
• Doctorate Degree ..........................................................................1%
• Certified by a nationally or internationally recognized professional organization .................................................42%

(January 1, 2013-December 31, 2013)
Elizabeth Bradshaw-Mikula, MSN, RN, CPN received the 2013 National Magnet Nurse of the Year® award in Empirical Outcomes. “Elizabeth is a strong advocate for the nursing profession and for advancing the health and well-being of children everywhere,” said Linda Talley, MS, BSN, RN, NE-BC, Vice President and Chief Nursing Officer. “Her research and leadership on behalf of pediatric nurses has sparked a worldwide advocacy campaign for the health screening of infants for congenital heart disease at the earliest possible stages of life.”

For the Children’s National Congenital Heart Disease Screening Program Elizabeth coordinated research efforts for the use of newborn pulse oximetry screening for critical congenital heart disease (CCHD). She is a frequent guest speaker and an author of several publications on this topic and recently co-authored new recommendations published for CCHD screening of all newborns (Martin, G. R., Beekman, R. H., Mikula, E. B, et al (2013). Implementing recommended screening for critical congenital heart disease. Pediatrics, 132(1), e185-e192.

This is the second consecutive year a Children’s National nurse has been given this honor. In 2012 Kathy Ann Sheehy, MSN, APRN, PCNS-BC, RN-BC; Interim Director, Advanced Practice Nursing, and Director of Program Development and Implementation, Pain Medicine, received the National Magnet Nurse of the Year® award in New Knowledge, Innovations, and Improvements. These awards are presented annually by the American Nurses Credentialing Center (ANCC) and recognize outstanding contributions by clinical nurses in Magnet® designated hospitals. ANCC, a subsidiary of the American Nurses Association, provides individuals and organizations throughout the nursing profession with resources to achieve practice excellence. ■

Children’s National nurses receive the National Magnet Nurse of the Year® Award for two consecutive years.
The Association of Pediatric Hematology/Oncology Nurses (APHON) presented Deborah Freiburg, MS, BSN, RN with the 2013 Casey Hooke Distinguished Service Award for excellence in service and leadership. Deborah has been a true advocate in pediatric hematology/oncology nursing for over 20 years. Deborah is a founding member of the local APHON chapter, served as national Board of Directors’ Treasurer (2006-2012), participated on key APHON committees, presented at conferences, and provides ongoing mentorship to nurse members. Deborah’s colleagues declare her greatest talent is building relationships to promote nursing and professionalism. APHON is the leading professional organization in its specialty dedicated to promoting optimal nursing care for children, adolescents, and young adults with cancer and blood disorders by defining high standards of practice and interprofessional care. This award was established in Hooke’s name to celebrate his leadership as President during a difficult period in the organization’s history.

DAISY Award Winners

The DAISY Foundation was founded by Bonnie and Mark Barnes - the parents of J. Patrick Barnes who died at age 33 due to complications of Idiopathic Thrombocytopenic Purpura (ITP). The family created the international DAISY Award for Extraordinary Nurses as a means to honor nurses across the globe for excellence in caring for patients and families.

IN 2013 THE FOLLOWING CHILDREN’S NATIONAL NURSES WERE RECIPIENTS OF THE DAISY AWARD:

- Jillian Rekart, BSN, RN, CPN; Surgical Care Unit
- Susan Stanley, MSN, RN; Former Director, Nursing Systems
- Katelyn Snyder, RN, CPN; 7 East Medical Care Unit
- Kathleen Barner, BS, RN; 7 East Medical Care Unit

The 2013 Association of Pediatric Hematology/Oncology Nurses
Casey Hooke Distinguished Service Award

Deborah Freiburg, MS, BSN, RN
Director, Medical Nursing and Patient and Family Education Program

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The Washingtonian 2013 Excellence in Nursing Awards

Out of hundreds of nominations, Washingtonian magazine selected ten extraordinary individuals for contributions in the field of nursing for the annual Washingtonian Excellence in Nursing Award. Two Children’s National nurses received this award:

- Christy Baxter, MSN, MHA, RN, CPN, Clinical Manager, Pain Medicine
- Lindsey Kennedy, BSN, RN, CPHON, RN II, Hematology/Oncology/Bone Marrow Transplant Unit

Christy was honored for her commitment to exceptional nursing care, team collaboration, and innovation in the art and science of nursing—bringing exciting technological advances to her young patients. Her work in Children’s National Pain Medicine clinic focuses on minimizing and eliminating pain for the nation’s children.

Lindsey was recognized for her deep understanding of complex disease processes, treatment, comfort, and caring for children with life-threatening cancer and blood disorder diagnoses. Her work demonstrates a unique level of compassion for patients and families facing extremely difficult circumstances.

Children’s National’s 2013 Nurses Week Celebration

Children’s National celebrated Nurses’ Week May 5th – 10th. The week-long event was sponsored by the System-level Shared Nursing Leadership Professional Development Council to honor and recognize all nurses within the organization. The council sponsored special guest speakers of the nationally renowned American Nurse Project. Special events included activities in support of the Endowed Chair for Nursing Research donors, Annual Celebration of Scholarly Writing for nurse authors, Leadership Rounds in honor of clinical nursing, and the Annual Children’s National Nurses’ Week Awards Ceremony.

Colleen E. Whitmore, MSN, FNP, RN, Director of Nursing Services, Children’s School Services (left) and Barbara Scott, MSN, RN-BC, NE-BC, Vice President of Children’s School Services during the Nurses’ Week Awards Ceremony (right).
American Nurse Project

The American Nurse Project, by photographer and award-winning filmmaker Carolyn Jones, tells the personal stories of 75 nurses from across the United States and gives voice to millions of women and men who play an important, every day role, integral to America’s healthcare system. The American Nurse introduces to the community at large a broad spectrum of nurses from big cities to small towns, tiny clinics to mega-hospitals, and many locations in between. Thanks to peer nominations the following four Children’s National nurses are featured in The American Nurse:

- Delores Crowder, BA, RN; Community School Nurse; Children’s School Services
- Jessica Graef, MSN, RN, CNL, CPHON; RNII; Hematology/Oncology/Bone Marrow Transplant Unit
- Christine Guelcher, MS, APRN, PNP-BC; Advanced Practice Nurse Practitioner; Hematology/Oncology Unit
- Rosemary Livingston, BSN, RN, RN II; Heart and Kidney Unit

Children’s National is proud to be the only freestanding pediatric hospital whose nurses are featured in The American Nurse Project. The website and book recognize and represent the outstanding contributions of the professional nurse throughout the nation.

Photos © “The American Nurse: Photographs and Interviews by Carolyn Jones

2013 Nurses’ Week Awards Winners

Transformational Leadership
Develops and conveys a strong vision, philosophy, practice model, strategic and quality plan:
- Katuan Davis, BSN, RN, CPN; Clinical Supervisor; Children’s National Specialists of Virginia
- Mary Anne Hilliard, Esq., BSN, CPHRM; Chief Risk Counsel
- Rosie Santos, BSN, RN-BC, CPN; RN II; Post Anesthesia Care Unit

Structural Empowerment
Promotes self-governance, shared decision-making, and processes for standards of practice, relationships within the organization and among community organizations:
- Colleen E. Whitmore, MSN, FNP, RN; Director, Nursing Services; Children’s School Services
- Rose Szeles, MSN, RN, NE-BC; Director, Nursing; Hematology/Oncology

Professional Practice
Displays a conceptual framework for nurses, nursing care, and interprofessional patient care:
- Megan Kretzschmar, MSN, RN, CPN; RN II; 6 East, Intestinal Rehab Unit
- Joellen Gormsen, BSN, RN; RN II; Neuroscience Unit
- Alison Goradia, BS, RN, CPN, RN II; Hematology/Oncology/Bone Marrow Transplant Unit

New Knowledge, Innovations & Improvements
Integrates evidence-based practice and research in clinical care:
- Eileen Walters, BSN, RN, CPN, CPHON; Nurse Navigator; Surgery Administration
- Javan Ngaii, BSN, RN, CPN, CNRN; Shift Coordinator; Neuroscience Unit
- Kevin Wilson, BS, RN; RN II; Emergency Medicine Trauma Center/United Medical Center

American Nurse Project

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Photos © “The American Nurse: Photographs and Interviews by Carolyn Jones
Children’s National
Shared Nursing Leadership

Guided by our transformational leader, Vice President and Chief Nursing Officer, Linda Talley, nurses within the Division of Nursing continue to move the professional practice of nursing at Children’s National to the forefront with a strong mission and vision.

Nursing Mission Statement

The Children’s National Nursing mission is to provide nursing care that creates improved health for the children of the world and their families through the provision of excellent nursing care. We advance these efforts through CARE: Care, Advocacy, Research and Education in partnership with patients, families, colleagues, and the community at large.

Nursing Vision Statement

The Children’s National Nursing vision is to be the leading national and international pediatric hospital of choice and to provide innovative solutions to pediatric care and patient safety within a fiscally accountable environment.

Children and their families participate in creating a healthy environment from birth to adulthood in a setting of collaborative patient and family-centered care. Children’s National Health System is considered the premiere destination for evidence-based pediatric nursing practice in an environment of shared nursing leadership and collaboration across the continuum.

Nursing leadership aligns nursing goals and initiatives with the overall Children’s National strategic plan to promote the profession of nursing, promote practice consistency, and resource allocation across the organization.

In response to the Institute of Medicine’s 2010 report, “The Future of Nursing: Leading Change, Advancing Health” the Division of Nursing created the Department of Advanced
Practice Nursing at Children’s National with the objectives: to strengthen Advance Practice Registered Nurses’ (APRN) practice foundations; decrease turnover; and create organizational awareness of the quality and efficiency afforded by APRNs. The number of APRNs at Children’s National expanded with an 81 percent growth over four years (2010-2013) with the on-boarding of approximately 60 new nurse practitioners (NPs) in the past three years. Through effective interprofessional collaboration Nursing along with physicians, medical staff office, and Human Resources created 21 new NP positions. In addition, there are 26 independently-run NP outpatient clinics affiliated with Children’s National.

Children’s National Shared Nursing Leadership engages and empowers nurses to partner in decision-making, implementation, and evaluation of the art and science of nursing. Shared Nursing Leadership promotes a culture of accountability where each clinical nurse’s participation contributes to improvements in overall performance. The goal is to achieve excellence in professional practice and patient and family-centered care in support of the strategic goals of Children’s National.

Through **Transformational Leadership** the Division of Nursing has reached major accomplishments by sustaining improvements related to workforce outcomes in 2013. Nearly ten years ago Nursing achieved a drastic reduction in vacancy, turnover, and use of contract nursing through an enhanced recruitment and retention campaign. The campaign objectives included: providing high quality and safe patient care; providing a high level of care satisfaction; increasing morale and satisfaction among nurses; and ability to safely care for unexpected increases in patient volume and/or acuity, while also preserving fiscal accountability. Workforce improvements focused on the following:

- Use of trended data, vacancy, and turnover rates by nurses to formulate staffing plans and advocate for resources;
- Clinical nurse participation in staffing and scheduling practices to meet growing volume and acuity of patients;
- Staffing and scheduling plans according to principles that address number of patients, acuity, the care environment, available technology, expertise, skill mix, ancillary personnel, and contributing factors affecting patient care;
- Nursing leadership rounds with clinical nurses to review staffing, scheduling, and resource needs;
- Collaboration of clinical nurses and the Department of Nurse Recruitment through shared decision-making for recruitment and retention planning; and
- Resources for all newly hired nurses such as the Bear Living guide and Bear Buddy program to enhance their social on-boarding, integration, and work-life balance.

Nurses effectively confront the demands of healthcare today and the future through comprehensive workforce planning. Nurses possess the skills and knowledge to think critically about the current environment and healthcare reform, budget and workforce management, and leadership accountability through the following activities:

- Budget Boot Camp programs;
- Workforce Management programs;
- Chief Nursing Officer Dashboard Meetings;
- Nursing Leadership Retreats; and
- Scheduling and Staffing sessions.

In the past year the Division of Nursing demonstrated effective workforce education and successful programs in sustaining these achieved outcomes. Children’s National Nursing maintains a stable turnover rate between 12% and 13% from 2012-2013 and boasts a reduced vacancy rate from 5.9% in 2012 to 2.7% in 2013.

**An environment of shared decision-making and professional engagement achieves low vacancy and turnover rates.**

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Photo pg 9: Calvin Burke, AD, RN; Crisis Nurse (left) and Jigisha Patel, BSN, RN; Cardiac Intensive Care Unit (right).
Mastery of skills, knowledge, and abilities is validated through specialty nursing certification which brings added value to our patients, nursing, and the organization. Nursing set a goal to increase professional nursing certifications by 5% over a two-year period (2011-2013) and exceeded this goal in January 2013 with the achievement of 42% of all Children's National nurses holding certification.

The Nursing Education and Professional Development Department partners with 56 universities, community colleges, and vocational education centers. Nurses entering practice for the first time are often challenged with the transition from education into practice. Through the Pediatric Nurse Residency Program, Children’s National supports new graduate clinical nurses to develop pediatric nursing skills through specialized education and orientation. In 2013, 200 new nurse hires completed the program and also implemented capstone evidence-based projects on their unit/departments which positively impacted patient care outcomes.

In advancing technology and providing resources to increase learning, Nursing implemented RNsConnect as an online learning tool for nurses. It provides an opportunity for nurses to obtain training and link to peers virtually without limitation to time or location. As healthcare continues to change, RNsConnect provides a platform to adapt to changes through an innovative environment of online learning, training, and connecting. Nurses can search, upload, and access education and training and connect through a virtual environment to share ideas about the current healthcare landscape and changes.

Our Magnet® Champions lead outreach activities in the community throughout the year and for the past three years have partnered with children’s hospitals across the country to conduct a Cereal Drive. The Cereal Drive provides nutritional support during the summer session to students who normally receive breakfast at school school and may go without food in the summer. Donations are collected throughout the organization to provide cereal to local children and their families to promote proper nutrition, healthy eating, and well-being of lower-income area residents. In 2013 the Magnet® Champions collected over 9,000 servings of cereal.

Magnet® Champions also lead the Back to School and Holiday Drives for the St. Ann’s Center for Children, Youth, and Families. These programs collect back to school items for financially disadvantaged youth residing at the St. Ann’s Center and provide needed items and gifts for families during the holiday season.

Structural Empowerment is demonstrated through clinical nurse engagement and empowerment. Through the implementation of a cutting-edge, state-of-the-art Board of Visitors (BOV) Simulation Program, nurse and interprofessional learning in a real-time clinical environment has flourished in 2013. Clinical simulation provides interactive, real-life patient care scenarios designed to reflect what nurses encounter in the hospital environment. It provides active learning, increases motivation, enhances information retention, and hardwires critical elements of patient safety, quality care, and service excellence. Simulation helps nurses, physicians, and team members reflect on care demonstrated and develop critical thinking skills during just-in-time learning. The Program affords unit/department educators to further:
Clinical Simulation provides nurses an interactive and real-life learning experience that enhances knowledge, skills, communication, teamwork, patient safety, and outcomes.

- Identify gaps in the environment, work-flow processes, and/or training;
- Share findings and recommendations with leaders to enhance a safe environment;
- Facilitate richer understanding of specific patient conditions;
- Enhance individual decision-making skills.
- Allow nurses to critically analyze their own actions and critique the clinical decisions of others; and
- Promote closed-loop communication within clinical teams.

By providing patient care scenarios founded on real events, clinical nurses have the opportunity to improve care based on simulated learning. Improvements in 2013 include the following:

- Increased patient safety by adding oxygen and suction equipment to clinic exam rooms;
- Improved teamwork, communication, and use of shared mental models among clinicians participating in interprofessional simulations;
- Elevated clinical nurse knowledge and skills;
- Effective cardiac compressions, bag-mask ventilation, use of a code cart, and defibrillators;
- Improved emergency interventions prior to arrival of code team;
- Modified Pediatric Early Warning Score (MPEWs) to insure timely escalation of care; and
- Timely and accurate trauma assessments.

Overall, the Simulation Program enhances teamwork, communication, high quality, safe care, and practices among Children’s National’s expert healthcare teams.
Our Care Delivery System is Patient and Family-Centered Care and defined as a collaboration of the patient, family, and healthcare team that places a priority on the strengths, needs, and desires of the patient and family to optimize health and wellness. 

**Patient and Family-Centered Care** is central to the **Nursing Professional Practice Model** which provides the framework for overall excellence in the delivery of quality patient care and outcomes. Key components within the model are Patient and Family-Centered Care, Professional Development, Shared Nursing Leadership, Evidence-Based Nursing, and Partners in Care.

To support **Exemplary Professional Practice** the Pathways to Nursing Care Excellence Fellowship was created to advance Nursing in exceeding desired care outcomes. As the demands for safety and quality in healthcare increase, quality improvement strategies play a role in supporting the patient experience and outcomes of the organization. This one-year fellowship for clinical nurses addresses challenges in nurse-sensitive indicators by providing each nurse with essential information about quality improvement strategies and opportunities to lead new approaches. The Fellowship supports clinical nurse autonomy in identifying, planning, implementing, and sustaining care improvements in their work settings.

The Fellowship consists of didactic presentations, group work focused on concept application, clinical time on the unit, follow-up reflection on work progress, and collaboration with faculty and unit leadership. In 2012-2013 ten nurse fellows completed the fellowship resulting in the implementation of nine quality improvement projects. *(details on page 13)*

Guided by **Exemplary Professional Practice** the Division of Nursing has improved patient care outcomes through nurse-sensitive, quality improvement measures using evidence-based practice. A system-wide Pressure Ulcer Program was developed to decrease the number and grade of hospital-acquired pressure ulcers through use of National Database of Nursing Quality Indicators (NDNQI) metrics. These metrics examine the number of patients with Stages 1 through 4, as well as un-staged and deep tissue injury hospital-acquired ulcers. The Program includes two full prevalence studies per quarter along with an educational offering for approximately 50 unit-based clinical nurses who have advanced skills in prevention and management. These nurses in collaboration with a dedicated wound care
nurse (Clinical Nurse Specialist), and the quality leaders from the Department of Nursing Research and Quality Outcomes, implemented interventions for pressure ulcer prevention, prevalence and grade reduction by 2013. These interventions included:

- Establishing an in-house web page with educational resources, algorithms, protocols, skin care guidelines, and specialty unit initiatives;
- Developing a 24/7 pressure ulcer expert list posted in the Central Staffing Office as a resource for clinical nurses;
- Conducting monthly tracer audits and unit-based Root Cause Analyses related to pressure ulcers;
- Implementing the ‘Cushion & Protect’ campaign to all services (Physicians, Nurse Practitioners, Nurses, Respiratory Therapists, Orthopedic Technicians);
- Making specialty wound and skin products available on units;
- Establishing wound and skin standards in a patient’s plan of care and nursing practice guidelines;
- Forming a collaboration between Wound & Skin Advanced Practice Nursing, Nursing Quality, Patient Safety, and Performance Improvement Departments;

... Continued on p. 14
Children’s National nurses achieve a significant reduction in the prevalence of hospital-acquired pressure ulcers compared to national benchmarks.
The Division of Nursing is committed to advancing pediatric care through innovative research and to bringing these innovations to the bedside. Guided by the Department of Nursing Research and Quality Outcomes, our nurses are engaged in nursing research, making discoveries of their own, and are on the frontline putting these discoveries into practice.

The Department of Nursing Research and Quality Outcomes provides research mentorship and support for nurses to develop, expand, and advance nursing research studies through individual appointments, monthly open office hours, and group learning activities guided by a Nursing Research Activity Development Program. The program includes a Saturday Scholars’ Program and monthly Doctoral Nursing Support Group for all interested nurses. In support of the theme ‘Dissemination of New Knowledge’, Nursing promotes ‘Doctoral Celebrations’ for each nurse completing a doctorate in nursing practice (DNP), a doctoral degree in philosophy (PhD), or other doctoral degree. Since January 2012, six celebrations have been sponsored whereby the nurse presents his/her research or capstone project as a means to disseminate New Knowledge.

The Nursing Research Advisory Committee within Shared Nursing Leadership is responsible for review and approval of all nursing research protocols before submission to the Institutional Review Board (IRB). Membership includes nursing scientists, faculty, research nurses, clinical nurses, educators, and administrators who provide oversight for the conduct of nursing research to ensure scientific merit, feasibility, and compliance with governing agencies in protection of human subjects within all studies. This past year, the committee reviewed 14 unique protocols. Of the IRB-approved nurse led studies, nine have extramural funding with NIH (National Institutes of Health) as the most frequent source. Across 28 studies, ten different study designs are used, including six intervention protocols and ten of the 28 studies have reached the stage of publication of findings.

In 2013 Children’s National nurses disseminated findings through abstracts, posters, presentations, and publications in the advancement of scientific evidence, literature, and in translating New Knowledge. A formal method used to translate new knowledge is a focus on celebrating scholarly writing which is of the mindset that purposeful nursing action includes continually examining our practice to identify opportunities for improvement. Scholarly practice also...
includes implementing strategies to achieve improved care outcomes for patients, families, and communities and sharing outcomes through various means such as published nursing care journals. In May 2013 an inaugural Celebration of Scholarly Writing in Nursing was created to annually recognize scholarly writing by nurses during Nurses’ Week. The event honored 18 authors of 25 scholarly articles published in the previous year by having each Nursing scholar introduce his/her publication, a synopsis of the publication, acknowledge co-authors, and present a signed copy of the publication to Vice President and Chief Nursing Officer, Linda Talley. At the conclusion of the celebration, nursing scholars were presented with a feather quill pen which symbolizes harmony in purpose and excellence as well as echoes the use of quill pens by Supreme Court justices to sign opinions.

THE 18 AUTHORS INCLUDED:
Elizabeth Bradshaw Mikula, MSN, RN, CPN, Former Clinical Program Manager/Clinical Program Coordinator, Cardiac Research
Gretchen Brandon MSN, APRN, NNP-BC, NE-BC, Former Director, Advanced Practice Nursing
Suzanne Feetham, PhD, RN, FAAN, Nurse Research Consultant
Chris Guelcher, MS, APRN, PNP-BC, Pediatric Nurse Practitioner
Celia Henderson, BSN, RN, CDE, CPT, Clinical Instructor
Pamela S. Hinds, PhD, RN, FAAN, Director, Department of Nursing Research and Quality Outcomes and Associate Director, Center for Translational Science
Susan Keller, MLS, Health Sciences Librarian
Katherine Patterson Kelly, PhD, RN, Nurse Scientist
Valere Lemon, MBA, RN, Project Coordinator, Center for Pediatric Informatics
Johanna Menard BSN, RN, CPN, Research Nurse Coordinator
Jeanne Pettinichi, BSN, RN, CPEN, CPN, Clinical Instructor
Simmy Randhawa DNP, MBA, MS, RN, NE-BC, CPN, Director, Nursing Education, Professional Development, Parish Nursing and BOV Simulation Program
Kathy Ann Sheehy, MSN, APRN, PCNS-BC, RN-BC, Clinical Nurse Specialist
May-Britt Sten, MSN, RN-BC, Director, Performance Improvement
Connie Trexler, RN, CPN, Clinical Resource Nurse Program Manager
Ginikanwa Ukpabi, MPH, MSN, FNP-BC, Advanced Practice Nurse Practitioner
Leilani Wagner, MSN, FNP-BC, Advanced Practice Nurse Practitioner
Anne Watson, PhD, BSN, RN, Research Nurse Coordinator

The Division of Nursing supports 28 nurse-led Institutional Review Board (IRB) approved research studies.
Empirical Outcomes are the strongest indicator of excellence and define the strength of systems and processes within an organization. Through Empirical Outcomes nurses at Children’s National are making significant impacts to improve patient care, the work environment, organizational performance, and outcomes for our patients and families. Within each of the four components—Transformational Leadership, Structural Improvement, Exemplary Professional Practice, and New Knowledge, the work of our nurses is linked to the achievement of outcomes. Numerous publications by nurses within the Division of Nursing are just one example of Empirical Outcomes at Children’s National.

NURSING PUBLICATIONS


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